Survey Findings:
State and Local Workforce 2022
Today’s Presenters

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MissionSquare Research Institute

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MissionSquare Research Institute
MissionSquare Research Institute

Promote excellence in state and local government and other public service organizations so they can attract and retain talented public servants
State and Local Workforce Survey Series

- Initial survey in 2009 on state/local workforce and the recession
- Larger trends in recruitment, retention, benefits, and other key workforce issues
Figure 1  **State and local employment since February 2020**

Figure 2  **Survey respondents (n = 319)**

- **83%** Local government
- **17%** State government

Figure 3  **Number of full-time equivalent employees (n = 251)**

- **53%** Under 500
- **23%** 500–2,499
- **10%** 2,500–9,999
- **3%** 10,000–19,999
- **8%** 20,000 or more
- **2%** Don’t know
Figure 4  Which of the following workforce changes has your government implemented over the past year? (Check all that apply) (n = 318)

- Hired employees: 81%
- Broad-based pay increases: 38%
- Hired temporary or contract employees: 37%
- Updated job specs for minimum education/skills: 31%
- Permanent/long-term telework options: 25%
- Travel or training restrictions: 25%
- Re-hired (at least part-time) staff that retired from your government: 25%
- Narrow, position-specific pay increases: 21%
- Offered hiring bonuses (position-specific, e.g., public safety/health): 19%
- Reduced or restructured services to match available workforce: 19%
- Hired staff to work exclusively off-site: 19%
- Hiring freezes: 11%
- Furloughed staff returned to active employment: 11%
- Offered hiring bonuses (general): 7%
- Early retirement incentives: 7%
- None of the above: 6%
- Furloughs: 6%
- Layoffs: 6%
- Pay freezes: 5%
- Pay cuts: 5%
- None of the above: 3%
- Other: 1%
The share offering broad-based pay increases dropped by more than 1/3 in 2021 but rebounded in 2022.

The percentage laying off staff peaked in 2021.

NOTE: None of the responses were 0. Where data are not shown in a prior year, the question had not yet been added to the survey.
Figure 5  **Regarding changes in the size of your government’s workforce in the past year... (n = 293)**

- **Quits (voluntary, non-retirement separations) were:**
  - Higher than in 2020: 69%
  - Same as in 2020: 26%
  - Lower than in 2020: 5%

- **Retirements were:**
  - Higher than in 2020: 60%
  - Same as in 2020: 32%
  - Lower than in 2020: 8%

- **Full time employees hired were:**
  - Higher than in 2020: 55%
  - Same as in 2020: 32%
  - Lower than in 2020: 14%

- **Part-time employees hired were:**
  - Higher than in 2020: 31%
  - Same as in 2020: 52%
  - Lower than in 2020: 17%

- **Layoffs (excluding terminations for cause or during probationary periods) were:**
  - Higher than in 2020: 6%
  - Same as in 2020: 52%
  - Lower than in 2020: 41%

**NOTE:** Some figures may not sum to 100% due to rounding.
Figure 6  Please indicate how, if at all, the size of your full-time workforce changed over the last year (n = 316)

- 38% Increased
- 33% No change
- 27% Decreased
- 3% Don’t know

NOTE: Some figures may not sum to 100% due to rounding.

Figure 7  What portion of your organization’s workload would you estimate is being met via the gig economy?

- 5% More than 5%
- 19% 1–5%
- 21% Less than 1%
- 45% None
- 10% Don’t know
Figure 8  Over the past year, what positions, if any, has the organization had a hard time filling? (Select all that apply) (n = 228)

- Health care: Nursing: 83%
- Engineering: 78%
- Policing: 78%
- Dispatch: 75%
- Building permitting and inspections: 73%
- Corrections/jails: 72%
- Skilled trades (all types): 71%
- Health care: Mental health professionals: 69%
- Information technology: 69%
- Driving/equipment operation (with commercial licenses): 67%
- Automotive maintenance: 63%
- Transportation (including transit): 62%
- Health care: Physicians: 61%
- Human and social services: 61%
Figure 8  Over the past year, what positions, if any, has the organization had a hard time filling? (Select all that apply) (n = 228)

<table>
<thead>
<tr>
<th>Position</th>
<th>2012</th>
<th>2015</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health care: Nursing</td>
<td>83%</td>
<td>7%</td>
<td>14%</td>
</tr>
<tr>
<td>Engineering</td>
<td>78%</td>
<td>8%</td>
<td>12%</td>
</tr>
<tr>
<td>Policing</td>
<td>78%</td>
<td>6%</td>
<td>15%</td>
</tr>
<tr>
<td>Dispatch</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building permitting and inspections</td>
<td>73%</td>
<td></td>
<td></td>
</tr>
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</tr>
<tr>
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</table>
Figure 8b  **Hard-to-fill positions, by number of FTEs (n = 228)**

- Maintenance work/labor: 43% (Under 500), 70% (500 or more)
- Planning: 42% (Under 500), 65% (500 or more)
- Utilities: Other: 49% (Under 500), 70% (500 or more)
- Recreation programs: 29% (Under 500), 48% (500 or more)
- Firefighting/emergency medical: 29% (Under 500), 46% (500 or more)
- Building and grounds cleaning and maintenance: 52% (Under 500), 68% (500 or more)
- Automotive maintenance: 58% (Under 500), 74% (500 or more)

**Smaller governments are more likely to report difficulty recruiting**
Figure 9  **Number of applicants this past year compared to the number of positions available (n = 94 to 222)**

- **Registered nurses**: 94% qualified applicants, 4% not qualified
- **Engineers**: 94% qualified applicants, 4% not qualified
- **Police**: 77% qualified applicants, 18% more qualified
- **Information technology employees**: 73% qualified applicants, 23% more qualified
- **Maintenance workers**: 72% qualified applicants, 20% more qualified

Legend:
- Fewer qualified applicants than available positions
- 0-50% more qualified applicants than available positions
- 50-100% more qualified applicants than available positions
- More than twice as many qualified applicants as available positions
Figure 10  **Looking broadly at your workforce, what generalizable skill sets are most needed in new hires? (Check all that apply) (n = 270)**

- **Analytical/critical thinking** 78%
- **Interpersonal** 64%
- **Management** 53%
- **Technology** 52%
- **Written communications** 42%
- **Data management/data analysis** 36%
- **Finance** 19%
- **Other** 18%
- **Public speaking/presentations** 11%
- **Social media** 7%
- **Language (other than English)** 4%
- **Don’t know** 0%
Figure 11  **What recruitment practices are most successful in reaching qualified candidates?**  
*(Check all that apply) (n = 261)*

- Social media: 59%
- Advertising: Government websites: 57%
- Employee referrals: 56%
- Advertising: Profession-specific media: 45%
- Advertising: Commercial websites: 41%
- College outreach/partnerships: 27%
- Job fairs: 22%
- Internships/apprenticeships: 17%
- Building a communications campaign around public service: 14%
- Outreach to specific neighborhoods or demographics: 11%
- Hiring bonuses: 11%
- Outreach to veterans or military family members: 10%
- Video campaigns: 8%
- Other: 7%
- K-12 outreach/civics curriculum: 6%
- Cooperative recruitment efforts with other governments: 5%
- Artificial intelligence (for application screening or video interviews): 4%
- Don't know: 0%

Technology and personal outreach facilitate recruitment success.
Figure 11  **What recruitment practices are most successful in reaching qualified candidates?**  
*(Check all that apply) (n = 261)*

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- K-12 outreach/civics curriculum: 6%
- Cooperative recruitment efforts with other governments: 5%
- Artificial intelligence (for application screening or video interviews): 4%
- Don't know: 0%

Technology and personal outreach facilitate recruitment success
Figure 12  **What flexible work practices does your organization offer? (Check all that apply) (n = 270)**

- Regular hybrid scheduling for eligible positions: 54%
- Flexible schedule (e.g., 4 days, 10 hours ea.): 51%
- Flexible work hours (e.g., around rush hour, personal appointments): 38%
- No flexible work practices: 25%
- Regular full-time telework for eligible positions: 22%
- Job sharing within the organization: 4%
- Job sharing with other government agencies: 1%

**Hybrid work replaces regular telework as the top strategy**
Figure 13  **For flexible work practices, what change, if any, occurred over the past year in the number of those eligible to participate? (n = 260)**

- 40% Increased
- 32% No change
- 8% Decreased
- 20% Not applicable

Figure 14  **For flexible work practices, what change, if any, occurred over the past year in the range of flexible work arrangements offered? (n = 261)**

- 41% Increased
- 29% No change
- 10% Decreased
- 20% Not applicable
Figure 15  **Over the past year, what changes, if any, has your government made to the retirement benefits for current employees? (n = 248)**

- No actions taken 77%
- Increased employer contribution to pension plans 10%
- Increased employee contribution to pension plans 6%
- Reduced/eliminated cost-of-living adjustments 4%
- Don’t know 3%
- Decreased employer contributions to defined contribution plans 2%
- Increased pension eligibility requirements 2%
- Instituted auto-enrollment in supplemental defined contribution plans 2%
- Replaced a defined benefit with a hybrid plan (combination of a DB and DC plan) 1%
- Required a choice between primary defined benefit and defined contribution plan 0%
- Decreased pension benefits 0%
- Replaced a defined benefits with a defined contribution plan 0%
Figure 16  **Over the past year, what changes, if any, has your government made to the retirement benefits for new hires? (n = 248)**

- **No actions taken**: 77%
- Increased employer contribution to pension plans: 9%
- Increased employee contribution to pension plans: 7%
- Decreased employer contributions to defined contribution plans: 4%
- Reduced/eliminated cost-of-living adjustments: 3%
- Don’t know: 3%
- Instituted auto-enrollment in supplemental defined contribution plans: 2%
- Increased pension eligibility requirements: 2%
- Decreased pension benefits: 2%
- Required a choice between primary defined benefit and defined contribution plan: 1%
- Replaced a defined benefit with a hybrid plan (combination of a DB and DC plan): 1%
- Replaced a defined benefits with a defined contribution plan: 0%
Figure 17  Over the past year, what changes, if any, have your retirement-eligible employees made regarding their plans for retirement? (Check all that apply) (n =264)

- Accelerated their retirement date: 53%
- No changes: 26%
- Postponed their retirement date: 17%
Figure 17b  **Over the past year, what changes, if any, have your retirement-eligible employees made regarding their plans for retirement? (Detail, 2009-2022)**

NOTE: Responses sum to more than 100% because some jurisdictions reported more than one type of action taken. This survey was not conducted in 2010.
Figure 18b  **Largest wave of state and local retirements**
Employees are feeling the stress and additional workload:

Source: Continued Impact of COVID-19 on Public Sector Employee Job and Financial Outlook, Satisfaction, and Retention
Retirement readiness continues to lag (averaging 37% since 2014)

Source: Financial Wellness Programs Infographic, 2019
Figure 20  **Over the past year, what changes, if any, has your government made to the health benefits provided to employees or retirees? (Check all that apply) (n = 246)**

- No changes to health benefits for either active employees or retirees  
  - Implemented wellness programs  
  - Shifted more health care costs from employer to employees (e.g., higher premiums, co-pays, and deductibles)  
  - Other  
  - Implemented chronic care management programs  
  - Shifted employees to high deductible plans with health savings account  
  - Set funds aside to cover future retiree health benefit costs  
  - Established a health reimbursement arrangement  
  - Shifted more health care costs from employer to retirees  
  - Don’t know  
  - Introduced an individual Medicare marketplace approach for retiree healthcare  
  - Eliminated retiree health care  
  - Shifted from a traditional retiree health care model to a defined contribution health care model for new employees  
  - Shifted from a traditional retiree health care model to a defined contribution health care model for current employees  
  - Increased requirements (e.g., years to vest, age of eligibility) for retiree health benefits  
  - Shifted retirees to high deductible plans with health savings account

- No changes to health benefits for either active employees or retirees: 63%
- Implemented wellness programs: 16%
- Shifted more health care costs from employer to employees (e.g., higher premiums, co-pays, and deductibles): 9%
- Other: 7%
- Implemented chronic care management programs: 6%
- Shifted employees to high deductible plans with health savings account: 5%
- Set funds aside to cover future retiree health benefit costs: 5%
- Established a health reimbursement arrangement: 4%
- Shifted more health care costs from employer to retirees: 3%
- Don’t know: 2%
- Introduced an individual Medicare marketplace approach for retiree healthcare: 1%
- Eliminated retiree health care: 1%
- Shifted from a traditional retiree health care model to a defined contribution health care model for new employees: 1%
- Shifted from a traditional retiree health care model to a defined contribution health care model for current employees: 1%
- Increased requirements (e.g., years to vest, age of eligibility) for retiree health benefits: 1%
- Shifted retirees to high deductible plans with health savings account: 0%
Figure 21  Do you feel the wage compensation you offer your employees is competitive with the labor market? (n = 252)

- 44% Yes
- 54% No
- 2% Don't know

Figure 22  Do you feel the benefits compensation you offer your employees is competitive with the labor market? (n = 252)

- 85% Yes
- 10% No
- 5% Don’t know
Employee Priorities

Figure 18 What Organization Could Do to Retain More Employees, Nov/Dec 2021 (n=1,100)

- Improve salaries: 62%
- Offer/increase bonuses: 50%
- Show more appreciation and recognition of employees and the work they do: 38%
- Improve benefit package: 32%
- Increase amount of leave allowed (vacation days, sick days, etc.): 30%
- Offer more flexible work schedules: 27%
- Offer more opportunities to work remotely: 25%
- Create a better organizational culture: 21%
- Offer stress management and/or mental health program/classes: 21%
- Establish better protocols for ensuring a safe and healthy workplace: 20%
- Offer paid family leave: 19%

Source: Continued Impact of COVID-19 on Public Sector Employee Job and Financial Outlook, Satisfaction, and Retention
Figure 23  Which of the following programs does your organization currently use to encourage employee retention and development? (Check all that apply) (n = 254)

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee assistance programs (EAPs)/mental health support</td>
<td>90%</td>
</tr>
<tr>
<td>Exit interviews</td>
<td>83%</td>
</tr>
<tr>
<td>Employee development: Funds/reimbursements for training/tuition</td>
<td>72%</td>
</tr>
<tr>
<td>Leave benefits: Sick leave banking/donations</td>
<td>67%</td>
</tr>
<tr>
<td>Employee development: In-house training</td>
<td>62%</td>
</tr>
<tr>
<td>Wellness programs: Informational</td>
<td>61%</td>
</tr>
<tr>
<td>Recognition program</td>
<td>56%</td>
</tr>
<tr>
<td>Leave benefits: COVID-related quarantine/isolation leave</td>
<td>55%</td>
</tr>
<tr>
<td>Employee development: Leadership development</td>
<td>52%</td>
</tr>
<tr>
<td>Voluntary benefits (e.g., employee-paid legal, pet insurance)</td>
<td>46%</td>
</tr>
<tr>
<td>Workplace diversity, equity, and inclusion training</td>
<td>44%</td>
</tr>
<tr>
<td>Employee development: Career paths/career ladders</td>
<td>40%</td>
</tr>
<tr>
<td>Employee development: Cross-training</td>
<td>40%</td>
</tr>
<tr>
<td>Employee satisfaction surveys</td>
<td>39%</td>
</tr>
<tr>
<td>Leave benefits: Paid family leave</td>
<td>37%</td>
</tr>
<tr>
<td>Leave benefits: Consolidated annual/personal/sick leave</td>
<td>37%</td>
</tr>
<tr>
<td>Wellness programs: Reimbursement (e.g., gym membership, smoking cessation programs)</td>
<td>31%</td>
</tr>
</tbody>
</table>
Figure 23  **Which of the following programs does your organization currently use to encourage employee retention and development? (Check all that apply) (n = 254)**

- Onboarding program (beyond first week orientation) 30%
- Wellness programs: On-site fitness facilities 29%
- Financial literacy/financial wellness training 27%
- Wellness programs: On-site clinics 25%
- Other 18%
- Bonuses (other than at hiring) 16%
- **Community engagement** (support for volunteer involvement, matching donations) 15%
- Employee skills assessments/personality inventories 13%
- Collaborative/distributed leadership 12%
- Stay interviews 11%
- Transit benefits 9%
- **Employee affinity/resource groups** (e.g., for underrepresented demographics) 9%
- Financial assistance with student loan repayment 7%
- Mentoring/intergenerational engagement 7%
- Financial assistance with home purchases 2%
- Job rotations 2%
- Don’t know 1%
- Backup or emergency child care provider 0%
Figure 24  In exit interviews with departing employees, which of the following have been cited as among the top three reasons for leaving? (n = 199)

- Compensation not competitive: 51%
- Retirement: 36%
- Lack of internal advancement opportunities: 33%
- Other: 31%
- Advancement with another public employer: 29%
- Dissatisfaction with supervisors: 28%
- Advancement with a private employer: 28%
- Personal/family priorities: 20%
- Change of career: 14%
- Workload/burnout: 11%
- Relocation: 10%
- Dissatisfaction with the organization: 9%
- Physical/mental health: 3%
- COVID-related health/safety concerns: 3%
- Pursuing further education: 2%
- Dissatisfaction with co-workers: 2%
Figure 25  *Since the onset of the pandemic, what impact, if any, has there been on how representative your workforce is compared to the community? (n = 247, n = 249)*
Figure 25b  Since the onset of the pandemic, what impact, if any, has there been on how representative your workforce is compared to the community? - By government type and size (n = 247, n = 249)
Figure 26  Since the start of the pandemic, what changes, if any, have there been in your organization’s office space usage, such as due to distancing requirements or remote work, by number of FTEs (n = 242)

- Increased significantly: 4% (Under 500), 7% (500 or more)
- Increased somewhat: 5% (Under 500), 10% (500 or more)
- No change: 56% (500 or more)
- Decreased somewhat: 4% (Under 500), 15% (500 or more)
- Decreased significantly: 2% (Under 500), 13% (500 or more)
- Don’t know: 4% (Under 500), 4% (500 or more)
Figure 27  Remote work: Which of the following is supported by a formal program or policy? (check all that apply) (n = 245)

<table>
<thead>
<tr>
<th>Option</th>
<th>State</th>
<th>Local</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote mentoring</td>
<td>12%</td>
<td>5%</td>
</tr>
<tr>
<td>Remote team building and employee engagement</td>
<td>24%</td>
<td>7%</td>
</tr>
<tr>
<td>Performance assessment procedures applicable to remote work</td>
<td>38%</td>
<td>9%</td>
</tr>
<tr>
<td>Full-time remote work from outside the metro area or state</td>
<td>18%</td>
<td>4%</td>
</tr>
<tr>
<td>None of the above</td>
<td>50%</td>
<td>86%</td>
</tr>
</tbody>
</table>
Figure 28  How important are the following workforce issues to your organization? (n = 251)

- Competitive compensation package: 86% Important, 11% Somewhat important
- Employee morale: 77% Important, 20% Somewhat important
- Turnover: 67% Important, 24% Somewhat important
- Employee engagement: 66% Important, 30% Somewhat important
- Employee development: General: 63% Important, 30% Somewhat important
- Employee development: Leadership: 62% Important, 31% Somewhat important
- Equity: Workforce diversity, equity, and inclusion: 59% Important, 31% Somewhat important
- Mental health in the workplace: 57% Important, 35% Somewhat important
- Workforce succession planning: 56% Important, 34% Somewhat important
- How to manage workload when current staff is at their limit and new staff cannot be hired: 55% Important, 31% Somewhat important
- Equity: Racial and social justice (in service delivery and society): 49% Important, 36% Somewhat important
- Reducing employee health care costs: 41% Important, 36% Somewhat important
IPMA-HR

- Provide human resource leadership and advocacy, professional development, information and services to enhance organizational and individual performance in the public sector. IPMA-HR strategy is based on three focus areas:
  - Building knowledge and skills
  - Diversifying the public sector HR workforce
  - Being a strong voice for public sector HR
NASPE

- Enhance communication and exchange of information among state government personnel executives across the country.
- Provide a collaborative forum for state HR leaders to share effective leading practices.
- Serve as the authority on leading HR practices and strategies focused on developing an effective state workforce.
Discussion and Q&A

Report:  https://mission-sq.org/2022Workforce

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<th>MissionSquare Research Institute</th>
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<th>Web</th>
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